

13 FEB 1976

MEMORANDUM FOR: DDA Management Advisory Group

SUBJECT : Comments on the Fitness Report System

REFERENCE : Memorandum from DCI Management Advisory Group to Directorate MAGS, dated 26 January 1976, Subject: Concerns About the Agency Fitness Report System

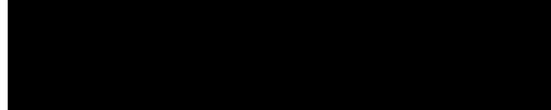
1. During the past six to nine months, the Security Management Advisory Group (SMAG) has been reviewing the Fitness Report system and considering methods of improvement. Our particular area of concern has been the perceived differences in the use of letter ratings by various supervisors within the Office. A consensus of our members believed that we did not possess the expertise to propose solutions to what we believe is an Agency-wide problem.

2. Office of Security MAG strongly supports a review of the Agency employee evaluations system. We would recommend that any proposed survey would evaluate various techniques in addition to exploring means for improving the existing system. It is our opinion that the present system is not entirely effective, and we are interested in determining what other Federal agencies, as well as private industry, are utilizing in performance evaluation.

3. The DCI and Directorate MAGs should be represented on a task force initiated to review the matter in addition to knowledgeable management specialists within the Agency. However, we would encourage such a task force to consider the use of an outside firm or consultant to assist in a review of the various techniques available. It is our opinion that perhaps an outside firm or consultant could provide meaningful input due to their expertise, independence, and objectivity.

4. Refinement of our present Fitness Report system is an area that SMAG will continue to discuss. At the present time, it is believed that mandatory supervisor training in evaluation techniques, more definitive explanations of the letter grades, and some type of rater evaluation appear to offer avenues for improvement.

25X1A



Chairman
Security Management Advisory Group

FITNESS REPORT

SECTION A

GENERAL INFORMATION

1. EMPLOYEE NUMBER	2. NAME (Last, first, middle)	3. DATE OF BIRTH	4. SEX	5. GRADE	6. SD
7. OFFICIAL POSITION TITLE		8. OFF/DIV/BR OF ASSIGNMENT	9. CURRENT STATION		10. CODE (ck one)
					HQS. DF
11. TYPE OF APPOINTMENT			12. TYPE OF REPORT		
CAREER	RESERVE	CONTRACT	OTHER (Spec.)	TEMPORARY	ANNUAL
			REASSIGNMENT SPECIAL		
13. REPORTING PERIOD (from-to-)			14. DATE REPORT DUE IN O.P.		

SECTION B

QUALIFICATIONS UPDATE

IF QUALIFICATIONS UPDATE FORM IS BEING SUBMITTED WITH CHANGES, AND IS ATTACHED TO THIS REPORT, PLACE THE WORD "YES" IN THE BOX TO THE RIGHT. IF NO CHANGES ARE REQUIRED, PLACE THE WORD "NO" IN THE BOX AT RIGHT.

SECTION C

PERFORMANCE EVALUATION

U—Unsatisfactory	Performance is unacceptable. A rating in this category requires immediate and positive remedial action. The nature of the action could range from counseling, to further training, to placing on probation, to reassignment or to separation. Describe action taken or proposed in Section D.
M—Marginal	Performance is deficient in some aspects. The reasons for assigning this rating should be stated in Section D and remedial actions taken or recommended should be described.
P—Proficient	Performance is satisfactory. Desired results are being produced in the manner expected.
S—Strong	Performance is characterized by exceptional proficiency.
O—Outstanding	Performance is so exceptional in relation to requirements of the work and in comparison to the performance of others doing similar work as to warrant special recognition.

SPECIFIC DUTIES

List up to six of the most important specific duties performed during the rating period. Insert rating letter which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).

SPECIFIC DUTY NO. 1

RATING
LETTER

SPECIFIC DUTY NO. 2

RATING
LETTER

SPECIFIC DUTY NO. 3

RATING
LETTER

SPECIFIC DUTY NO. 4

RATING
LETTER

SPECIFIC DUTY NO. 5

RATING
LETTER

SPECIFIC DUTY NO. 6

RATING
LETTER

OVERALL PERFORMANCE IN CURRENT POSITION

Take into account everything about the employee which influences his effectiveness in his current position such as performance of specific duties, productivity, conduct on job, cooperativeness, pertinent personal traits or habits, and particular limitations or talents. Based on your knowledge of employee's overall performance during the rating period, place the letter in the rating box corresponding to the statement which most accurately reflects his level of performance.

RATING
LETTER

CLASSIFICATION

SECTION D

NARRATIVE COMMENTS

Indicate significant strengths or weaknesses demonstrated in current position keeping in proper perspective their relationship to overall performance. State suggestions made for improvement of work performance. Give recommendations for training. Comment on foreign language competence, if required for current position. Amplify or explain ratings given in Section C to provide best basis for determining future personnel action. Manner of performance of managerial or supervisory duties and cost consciousness in the use of personnel, space, equipment and funds, must be commented on, if applicable. If extra space is needed to complete Section D, attach a separate sheet of paper.

SECTION E

CERTIFICATION AND COMMENTS

1. BY SUPERVISOR

MONTHS EMPLOYEE HAS BEEN UNDER MY SUPERVISION	IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION	
DATE	OFFICIAL TITLE OF SUPERVISOR	TYPED OR PRINTED NAME AND SIGNATURE

2. BY EMPLOYEE

STATEMENT CONCERNING THIS EVALUATION OF MY PERFORMANCE		DATE	SIGNATURE OF EMPLOYEE
HAVE ATTACHED	HAVE NOT ATTACHED		

3. BY REVIEWING OFFICIAL

COMMENTS OF REVIEWING OFFICIAL		
DATE	OFFICIAL TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE

4. BY EMPLOYEE

I CERTIFY THAT I HAVE SEEN THE ENTRIES IN ALL SECTIONS OF THIS REPORT.	DATE	SIGNATURE OF EMPLOYEE
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CLASSIFICATION

SUGGESTION: Fitness Report Revision

The people of an organization are its greatest asset. Yet, if not properly motivated, treated, counselled and communicated with, both the Agency and its people lose. The present fitness report is inadequate, portions of it overrated in importance, is only as good as the Rater and Reviewing Official are capable of preparing, becomes stereotyped and Agency wide takes thousands of hours to prepare, masticate, reprepare, type, etc. It is an annual headache for all concerned because of its importance and its format. Each rater is expected to prepare a literary piece reflecting on his writing skill or lack of it and more often than not it is a layman's psycho-analytical review rather than limited to purely professional matters. Further, they are mishandled, subjected to misinterpretation, read by panels which change so frequently that in several years, shortcomings of an individual are a matter of common knowledge among his contemporaries and supervisors and whereas many times his assets remain unsung. Most reports fail in one or more aspect to reflect a truly professional rating due to the lack of writing skills and/or a lack of knowledge of what is needed by panels and management to make a purely professional appraisal. Careers, and yes, lives, have been unduly influenced by the non-professional aspects of these reports both to serve to advance individuals or to deter promotion, many reasons for which are interpreted far beyond what they should be in importance vis a vis the individual's total worth as an employee. They also are seen by individuals outside the career service when considering persons for overseas service or other reasons. His or her career service should select, nominate and send the person best qualified for the job - only they should see the files. Venial transgressions are seldom forgiven and can be used against the individual for years - and are. It is an unwritten code which, if only the professional side of the individual is reported, the individual would not suffer and be subject to the whim of panel members or management who can be unduly influenced by the written word and especially if he or she is a friend of the rater or rated. Major problems with an employee should be the subject of a memorandum from management and seen by the employee. Rebuttal should be permissible.

Therefore, this suggestion:

I would suggest most urgently that a panel of persons from the various directorates (at the highest level) be convened to revise the current system, possibly along the lines suggested on the attachment.

I submit that the preparation of LOI's and enforcement of keeping them current would be adequate and suffice as indices of the individual's current responsibilities. Therefore, the

needs of panels and management could be met by simply having a numerical scale -- one through six -- on a check list of items such as cited on the proposed form or revised, if necessary by the convening group. Space should be made available on training needed, undergoing or completed. Annual reports could be completed simply by annotating "no change" from the previous report in those instances where an LOI has not changed or the employee has been performing the same tasks for years; and there are many such employees for whom preparation of the lengthy report is a gross waste of time. The rater and reviewing official (now a rubber stamp or addressee of information) should sit together with the report and LOI in hand and communicate each with the other and even though "no change" is the substance of the report. LOI's should be in all personal jackets for panel, management or historical reference. Regulations should be more explicit and limitation enforced regarding who has access to fitness reports and personnel files. The present system permits invasion of privacy by persons who should not be making decisions influenced by non-professional commentary.

ADVANTAGES:

Thousands of hours could be saved in preparation and clerical effort; personal aspects of items cited as opinions of the Rater or Reviewing Official would not be glaring influences on higher management or panels; a purely professional rating would then be possible; the employee would know precisely those areas where improvements could be made or are expected; such a simplified rating would certainly be more appropriate for Wage Board employees as well as specialists, and would lend itself readily to computerization. Such a report would also place a more thorough knowledge of the employee's capabilities at the level where relationships and performance are capable of being evaluated objectively and not unduly influenced by panels and management which read and interpret voluminous subterfuge, innuendo and unnecessary information when often they do not know the employee or the job. They should not have to. This would also represent a considerable saving of time and effort. The greatest advantage is not measurable in dollars, but is that advantage derived from a secure feeling by all that he or she is receiving considerate treatment and understanding that he or she is part of 'the big picture' and is making a worthwhile contribution and truly knows where he or she stands -- in short, a happier employee who will contribute more to produce a better Agency and environment. Indirectly, families would also benefit.

FITNESS REPORT
(Using the current PR as a guide)

Section A and B - No Change

Section C (change) - PERFORMANCE EVALUATION

Answers to the below listed statements are to be graded on a scale of one through six and are to be prepared with both pencil and pen. Fill in the appropriate slots with a pencil and the squares with pen reflecting the same rating. The pencil marking is for computerization; the pen marking is for confirmation of that marking. 1-Outstanding; 2-Strong; 3-Proficient; 4-Marginal; 5-Unsatisfactory; 6-Not applicable to position.

- | | | |
|--|-------------------------------|---------------------------------------|
| 1. Aply leads, supervises, influences and motivates others in the successful achievement of tasks or activities. | 1 2 3 4 5 6
 | <input checked="" type="checkbox"/> 2 |
| 2. Performs all assigned tasks within reasonable time period. | 1 2 3 4 5 6
<i>same as</i> | <input type="checkbox"/> |
| 3. Is security conscious. | 1 2 3 4 5 6 | |
| 4. Is cost conscious in the use of property, expenditure of funds. | 1 2 3 4 5 6 | |
| 5. Is capable of performing written expression. | 1 2 3 4 5 6 | |
| 6. Uses good sound judgment and common sense. | 1 2 3 4 5 6 | |
| 7. Is a team player in his interpersonal relationships. | 1 2 3 4 5 6 | |
| 8. Adapts to changing situations. | 1 2 3 4 5 6 | |
| 9. Accepts direction and takes appropriate action responsively and responsibly. | 1 2 3 4 5 6 | |
| 10. Is creative. | 1 2 3 4 5 6 | |
| 11. Willingly accepts all assignments on the job. | 1 2 3 4 5 6 | |

1 2 3 4 5 6
1 1 1 1 1 1

13. Willingly accepts assignments other than those of his normally assigned tasks.

1 2 3 4 5 6
2 2 2 2 2 2

14. Orally communicates with all echelons.

1 2 3 4 5 6

15. Is capable of accepting greater responsibility.

1 2 3 4 5 6

16. Is capable of producing a "finished" product as assigned.

1 2 3 4 5 6

17. Needs little or no supervisory guidance.

1 2 3 4 5 6

18. Annual and Sick Leave record.

1 2 3 4 5 6

19. Takes initiative to further his or her growth through initiative to acquire knowledge.

1 2 3 4 5 6

20. Having taken into account the letter of instruction, now consider everything about the employee which influences his effectiveness in his current position such as productivity, conduct on the job, personal traits or habits and particular limitations or talents. If you feel comment is required, make such comments in the space provided for comment on this report.

1 2 3 4 5 6

TOTAL SCORE (Do not include any 6 ratings)

SECTION D

Utilize this section, only prepared much smaller, for training requirements, training received or anticipated.

SECTION E - CERTIFICATION AND COMMENTS

Same as current FR except 2, 3, and 4. Leave 2 as is but delete 'signature' space. Utilize space numbered 3 for any comments of rater, rated or reviewer resulting from discussion of the report and title accordingly. Utilize a space number 4 for all three signatures and date.

Rater

Rated

Reviewing Official

Date

26 January 1976

MEMORANDUM FOR: Members of Directorate MAGs

SUBJECT : Concerns About the Agency Fitness
Report System

1. Attached is a draft of a memorandum prepared by the DCI Management Advisory Group. The DCI MAG members are satisfied with the text you see but have concluded that additional thought and investigation must precede completion of paragraph five. The DCI MAG members support initiation of a review of the system the Agency uses to describe and evaluate employee performance, but are uncertain as to:

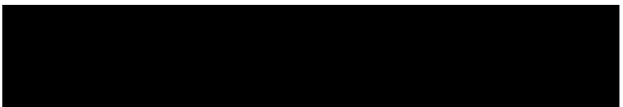
a. Whether the review should be limited to developing means of improving the present system or, rather, should also evaluate other techniques.

b. The role the DCI MAG and Directorate MAGs should play in such an investigation.

c. The recommended composition of the task force established to conduct the investigation should the MAGs decide not to undertake it entirely on their own.

2. Each Directorate MAG is invited to send one or two representatives to a special meeting of the DCI MAG scheduled for 20 February. The representatives should be prepared to give the views their organizations hold on the above subjects and, in addition, be ready to discuss the importance of and use of the letter-grading system in the Directorates.

STATINTL


for
The DCI MANAGEMENT ADVISORY GROUP

ADMINISTRATIVE -- INTERNAL USE ONLY

MEMORANDUM FOR: Director of Central Intelligence
SUBJECT : Employee Concerns About Fitness Report
Evaluations

1. For some time, the Management Advisory Group has been considering ways in which the current Fitness Report system could be improved. Although the DDO MAG initially called this subject to our attention, concern about Fitness Reports appears to be widespread among employees in every Directorate.

2. As we perceive them, employee concerns lie not so much in the design of the rating system itself, but in the variety of ways supervisors interpret and apply the evaluation standards. These concerns are borne out by statistical evidence that shows what we believe to be unrealistic differences in the distributions of ratings among the four Directorates, unrealistic differences within components of the same Directorate, and other deviations that seriously degrade the utility of the letter grades. The deficiencies have long been recognized, and the ranking panel system that now exists in every Directorate was in part established to counterbalance the inequities, but its degree of success is unclear.

3. Better supervisor training could serve, some believe as a vehicle for improving rating objectivity. The one course devoted exclusively to the subject is a two-day "Performance Evaluation Workshop" offered by OTR on request. Fitness reporting and Letters of Instruction are also addressed for one day during the five-day "Fundamentals of Supervision and Management" offered ten times during 1975. Clearly, the present course offerings provide information only to a fraction of the pool of supervisory personnel, and no data are available on their effectiveness.

4. One potential way of reducing the non-uniformity would be to close a present information gap by providing supervisors a "dynamic feedback" mechanism through which a supervisor could compare his evaluations with those of his peers. Under such an approach, a supervisor periodically might be provided an indication of the amount by which his recent evaluations deviated from the median for his Office or Directorate. In addition to showing supervisors whether they have been more or less liberal than their colleagues, such comparison data might simplify the deliberations of ranking panels and help bring large, continued excursions to the attention of management. It has a serious drawback, however, in that it tends to dampen

out reflection of the ranges in skill and effort needed to discharge the many different functions performed by Agency personnel on the same pay-scale level.

5. MAG believes that concerns about the lack of uniformity in the application of Fitness Report evaluation criteria are justified and that improved means of describing employee performance can and should be developed. We recognize that any substantial change in the approach taken would have far-reaching ramifications, and while we are not without ideas we are reluctant to make proposals in the absence of fuller appreciation of their implications. . . .